



CITY OF LODI

COUNCIL COMMUNICATION

AGENDA TITLE: Receive City of Lodi Dial-A-Ride Transit System Performance Audit for the Three Years Ended June 30, 1991

MEETING DATE: August 19, 1992

PREPARED BY: Assistant City Manager

RECOMMENDED ACTION: The City Council accept the City of Lodi Dial-A-Ride Transit System Performance Audit for the Three Years Ended June 30, 1991.

BACKGROUND INFORMATION: The Public Utilities Code requires a tri-annual audit of the City of Lodi's transit system. The audit was conducted by the Certified Public Accounting firm of Bartig, Basler & Ray which was selected by the San Joaquin County Council of Governments (COG).

The Audit Report makes the following recommendations:

1. GOALS AND OBJECTIVES

Goals and objectives with respect to short-range and long-range transit planning need to be expanded upon. Furthermore, a system of evaluating the achievement of those goals should be installed.

COMMENT

This audit was not coordinated with the transit needs assessment. That report sets forth a set of goals and objectives. Needs assessment will set a good framework for meeting this recommendation.

2. MARKETING AND PUBLIC INFORMATION

The City should embark upon a more aggressive marketing campaign to encourage ridership. This campaign should be the result of surveys designed to determine service satisfaction.

COMMENT

The City of Lodi has been reluctant to publicize Dial-A-Ride to a greater degree than has been done because of concerns of not being able to meet the demand. Dial-A-Ride is generally known to the entire community. If we expand our transit system to include a fixed route system we will most certainly include a full-blown marketing campaign.

APPROVED:

THOMAS A. PETERSON
City Manager



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3. REPORTING OF COMPLAINTS

The City should maintain a log of complaints to uncover trends that management can utilize for future planning.

C O M M E N T

Each complaint is reviewed and those needing action are passed on to the contractor. We do not keep a formal log, but have now established one.

4. EMPLOYEE HOUR EQUIVALENTS

The City should maintain a record of hours spent on the transit system by City personnel and should require the contractor to report the same.

C O M M E N T

We are now collecting the maintenance hours spent on maintenance and including that in our monthly summaries. City Cab Company also is being requested to provide this information.

5. URBAN MASS TRANSPORTATION ADMINISTRATION (UMTA) OPERATING ASSISTANCE

The City should make full use of UMTA operating and capital assistance grants before claiming State Transit Assistance funds. This is especially true now that the City is eligible for UMTA Section 9 Urban Grant funds.

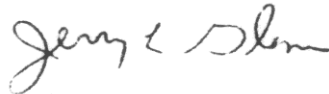
C O M M E N T S

Staff is exploring the requirements and ramifications of obtaining these funds.

A copy of the Audit Report is on file in the office of the City Clerk.

FUNDING: None required

Respectfully submitted,



Jerry L. Glenn
Assistant City Manager

JLG:br

**LODI DIAL-A-RIDE TRANSIT SYSTEM
PERFORMANCE AUDIT**

**FOR THE THREE YEARS ENDED
JUNE 30, 1991**

LODI DIAGA-RIDE ~~TRANSIT~~ SYSTEM PERFORMANCE AUDIT

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June 18, 1992

To the Board
San Joaquin County Council
of Governments
Stockton, California

We are pleased to present our report on the Lodi Dial-A-Ride Transit System Performance Audit for the three years ended June 30, 1991, as required by Public Utilities Code Section 99246.

This report outlines what procedures we performed, the information gathered by those procedures, and the results of the procedures. This report includes recommendations for improving economy, efficiency and effectiveness, as well as for meeting the requirements of the Transportation Development Act.

This report is intended for the use of the management, the Council of Governments, and the State of California Department of Transportation.

Bartig Basler & Ray

EXECUTIVE SUMMARY

Based upon our performance audit, the City of Lodi Dial-A-Ride Transit System is providing dial-a-ride service to residents within the City and to Woodbridge and Acampo (within the County) in an economical, efficient and effective manner. In our performance audit of the City's Transit System, we examined the functional areas of the operation and have the following **recommendations** and suggested implementation periods which we feel are of importance to the management of the system.

	<u>Implementation Period</u>
Goals and Objectives - Goals and objectives with respect to short range and long range transit planning need to be expanded upon. Furthermore, a system of evaluating the achievement of those goals should be installed.	Six Months
Marketing and Public Information - The City should embark upon a more aggressive marketing campaign to encourage ridership. This campaign should be the result of surveys designed to determine service satisfaction.	One Year
Reporting of Complaints - The City should maintain a log of complaints to uncover trends that management can utilize for future planning (Repeat of prior audit comment).	Three Months
Employee Hour Equivalents - The City should maintain a record of hours spent on the transit system by City personnel and should require the contractor to report the same. Employee equivalent hours are required under the T.D.A. to calculate Vehicle Service Hours per Employee. The City personnel's time could be determined through a simple time study.	Immediately
UHTA Operating Assistance - The City should make full use of U.M.T.A. operating and Capital assistance grants before claiming State Transit Assistance Funds. This is especially true now that the City is eligible for UMTA Section 9 Urban grant funds.	Immediately

INTRODUCTION

Lodi Dial-A-Ride Transit System

The City of Lodi Dial-A-Ride system provides demand responsive service to the elderly and handicapped and to the general public in the City of Lodi and also to Woodbridge, the Arbor Mobile-Home Park in Acampo, and the Freeway Mobile Home Park in the unincorporated area of San Joaquin County.

The City of Lodi contracts out its transit service with City Cab Company, a private enterprise. Transit administration is handled by the City through its transit coordinator and various staff within the finance, maintenance and administrative offices. Fares are \$.50 for the elderly and handicapped and \$1.00 for the general public.

Service to the unincorporated areas of Woodbridge and the Arbor and Freeway Mobile-Home Parks is provided by the City of Lodi on behalf of San Joaquin County. Fares for service to and from these areas outside of Lodi are \$1.00 for elderly and handicapped riders and \$2.50 for the general public transit patron. The service agreement between the City of Lodi and San Joaquin County stipulates that the County reimburse the City of Lodi for these trips to and from unincorporated areas at a rate agreed upon in their annual contract.

The City sells tickets directly to the riders and indirectly through a local bank, hospital, senior center and other local outlets. The contractor remits the redeemed tickets to the City, which reimburses the contractor based upon the agreed upon rate contained in the yearly contract. Tickets for the San Joaquin County service are sold at City Hall, Lodi Senior Center, the Woodbridge Grange, as well as the offices located at the Arbor and Freeway Mobile-Home Parks. The system operates between the hours of 7:00 AM. and 7:00 P.M., Monday through Friday of each week, and 9:00 AM. to 5:00 P.M. on Saturdays, excluding holidays.

Lodi Dial-A-Ride currently operates and maintains a fleet of ten vehicles of which two are wheelchair lift equipped. The composition of the fleet is as follows:

<u>Description</u>	<u>Year Acquired</u>	<u># of Vehicles</u>	<u>Seat Capacity</u>	<u>Wheelchair Lift Equipped?</u>
Chevrolet Station Wagon	1986	1	6	No
Chevrolet Station Wagon	1988	2	6	No
Chevrolet Station Wagon	1989	2	6	No
Dodge Minivan	1989	1	6	Yes
Dodge Sedan	1989	3	5	No
Dodge Minivan	1991	1	6	Yes
Total Vehicles		<u>10</u>		

Performance Auditing

The Lodi Dial-A-Ride Transit System (Lodi D.A.R.) receives the bulk of its funding necessary to operate the transit system from Local Transportation Funds that are administered by the San Joaquin County Council of Governments (SJCCOG). These funds are made available for transit purposes through the Transportation Development Act (TDA) which is the vehicle that establishes the Local Transportation Fund (LTF) and State Transit Assistance Fund within each County. LTF and STAF funds are derived from the sales taxes collected within the County.

The TDA requires that the SJCCOG engage an outside consultant to conduct a triennial performance audit of all transit operators within its jurisdiction. The last performance audit of the Lodi System was for the three years ended June 30, 1988. This performance audit covers the three years ended June 30, 1991.

The California Department of Transportation, CALTRANS, contracted for the development of a performance audit guidebook for transit operators and regional transportation planning entities. The Council has elected to have the performance audit of the Lodi D.A.R. System conducted in accordance with this guidebook.

The purpose of a performance audit is as follows:

- Meet the requirements of the Transportation Development Act

- Provide management with useful information to assess past activities and provides insight for future planning activities

- Provide management with a review and evaluation of the organization and its operations

- Assures public accountability for the use of public funds

Performance auditing consists of evaluating the efficiency, effectiveness, and economy of the operation of the entity under examination. The TDA requires that the performance audit examiner follow the efficiency, economy and program results portions of the Comptroller General's Government Auditing Standards. The Government Auditing Standards states the following:

"Economy and efficiency audits include determining (1) whether the entity is acquiring, protecting, and using its resources (such as personnel, property, and space) economically and efficiently, (2) the causes of inefficiencies or uneconomical practices, and (3) whether the entity has complied with laws and regulations concerning matters of economy and efficiency."

"Program audits include determining (1) the extent to which the desired results or benefits established by the legislature or other authorizing body are being achieved, (2) the effectiveness of organizations, programs, activities, or functions, and (3) whether the entity has complied with laws and regulations applicable to the program."

In order to meet the requirements of the TDA and the Government Auditing Standards, we reviewed pertinent documents, observed operations, and interviewed pertinent staff. We also calculated and analyzed the appropriate performance indicators for the three years under audit. The results of our audit are documented in the pages that follow.

AUDIT RESULTS

Compliance Review

We examined Lodi D.A.R.'s compliance with the TDA rules and regulations. This examination consisted of inspections of key documents, discussions with staff and inspections of the fiscal and compliance audits which are conducted annually. The specific compliance requirements and findings are as follows:

Public Utilities Code Section 99243 - The Transit operator has submitted annual reports to the SJCCOG based upon the Uniform System Of Accounts and Records established by the State Controller.

Lodi D.A.R. submits annual reports based upon the Uniform System of Accounts and Records established by the State Controller.

Public Utilities Code Section 99245 - The operator has submitted annual fiscal and compliance audits to the SJCCOG and to the State Controller within 180 days following the end of the fiscal year or has received the appropriate 90 day extension allowed by law.

Lodi D.A.R.'s fiscal and compliance audits are contracted for by the SJCCOG and all reports have been filed timely or extensions have been approved with both the SJCCOG and the State Controller.

Public Utilities Code Section 99251 - The CHP has, within the 13 months prior to each TDA claim submitted by the operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.

Lodi D.A.R. has complied with the driver's pull notice program.

Public Utilities Code Section 99261 - The operator's claim for TOA funds is submitted in compliance with rules and regulations adopted by the SJCCOG for such claims.

Lodi D.A.R. complies with all SJCCOG rules and regulations in submitting its claim for transit funding.

Public Utilities Code Section 99264 - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person.

Lodi D.A.R. does not staff public transportation vehicles with more than one person.

Public Utilities Code Section 99266 - The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the changes.

Lodi D.A.R.'s budget meets the requirements of the TDA. If there are substantial increases in the budget, they are properly substantiated along with their claim to the SJCCOG.

Public Utilities Code Section 99268 - Operator funding provided through the TDA makes up no more than 50% of Operating, maintenance, capital and debt service requirements after federal grants are deducted, if applicable.

Lodi D.A.R. is subject to the 10% fare revenue ratio requirement of Public Utilities Code Section 99268.4, and is not subject to 99268.

Public Utilities Code Sections 99268.2, 99268.3, and 99268.12 - If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs at least equal to three-twentieths (15 percent), if so determined by the LTC.

Lodi became an urbanized area as a result of the 1990 Federal Census. The Council, under Public Utilities Code Section 99270.2, has granted the City of Lodi until the fiscal year 1996-97 to comply with the new ratio of fare revenue to operating costs requirements.

Public Utilities Code Sections 99268.2, 99268.4, and 99268.5 - If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).

Lodi D.A.R. exceeds the 10% fare revenue to operating costs requirement.

Public Utilities Code Section 99271 - The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system or the operator is implementing a plan approved by the COG which will fully fund the retirement system within 40 years.

The City of Lodi is a member of the Public Employees Retirement System (PERS). The transit coordinator and the maintenance crew members are the only City personnel affiliated with the transit system. The drivers and dispatch personnel are all contracted and do not participate in the retirement system. Actuarial valuations for the City of Lodi's retirement system are made annually by PERS. Any underfunded liability is factored in the subsequent year's contribution rate.

Public Utilities Code Section 99314.5(c) - If the operator receives STAF funds, the operator is not precluded by contract from employing part-time drivers or from contracting with common carriers.

Lodi D.A.R. has not been precluded from employing part-time drivers.

California Code of Regulations Section 6754(a)(3) - If the operator receives STAF funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act (UMTA) of 1964 before TDA claims are granted.

Lodi D.A.R. has not applied for UMTA capital or operating grants.

Other than not making full use of U.M.T.A. operating grants, Lodi D.A.R. complied with the TDA laws, rules and regulations which it operates under.

Implementation of Prior Performance Audit Recommendations

In the triennial performance audit ended June 30, 1988, three recommendations were made. A summary of those recommendations and the City's follow-up are as follows:

- | | <u>Follow-Up</u> |
|---|---|
| 1. <u>Report complaints by Type and Frequency</u> - Maintain a log of complaints and produce a quarterly or yearly tabulation by type. Furthermore, any complaints received by the cab company should be incorporated into the recommended log. | Not Implemented. |
| 2. <u>Report Accidents and Road Calls on a Quarterly Basis</u>
A log should be maintained in the city maintenance department to record accidents and road calls as they happen. The City should report accidents and road calls on a quarterly basis. Negative trends will alert the transit administration that potential problems exist. | Partially Implemented - City Maintenance does not report to City Administration on a quarterly basis nor is there any trend analysis. |
| 3. <u>Institute Wheelchair - Accessible Service</u> - To meet the needs of wheelchair-bound users, the City should acquire a lift-equipped vehicle as soon as possible. | Implemented. |

Performance Audit Indicator Verification and Analysis

Part of the performance audit process is to gather the performance indicator information, audit the controls over the collection of the data by Lodi D.A.R. personnel, and conduct an analysis of the data. The performance indicator information required by the TDA is as follows:

Operating Cost	Passengers
Vehicle Service Hours	Vehicle Service Miles
Employee Hours	Fare Revenues

The ratios to be calculated and analyzed are as follows:

Operating Cost per Passenger
 Operating Cost per Vehicle Service Hour
 Passengers per Vehicle Service Hour
 Passengers per Vehicle Service Mile
 Vehicle Service Hours per Employee

a

In addition to the above required information, we calculated and analyzed the following information and ratios.

Fare Revenue Ratio
Vehicle Service Miles per Vehicle Service Hours
Average Passenger Fare
Average Passengers per Day

Vehicle service hours per employee could not be calculated due to the absence of reliable data. The contractor and the City staff do not accumulate information regarding employee hours, which is required by the TDA.

Evaluation of Performance Indicators

The indicators as depicted on the following page indicate a stable, non-variant path. Operating costs per passenger increased 12.1% from the 1988-89 fiscal year to the 1989-90 fiscal year. The increase was due mainly from increased insurance costs. The Vehicle Service Hours, the Vehicle Service Miles, Passengers and Fares all show a favorable correlative trend upward denoting favorable ridership expansion.

LODI DIAL-A-RIDE TRANSIT SYSTEM

Systemwide Performance Indicators
For the Three Years Ended June 30, 1991

	1988-89	1989-90	1990-91
<u>TDA Required Indicators</u>			
Operating Costs per Passenger	\$ 3.38	\$ 3.79	\$ 3.68
Operating Costs per Vehicle Service Hour	\$ 19.55	\$ 21.64	\$ 21.02
Passengers per Vehicle Service Mile	.50	.50	.49
Passengers per Vehicle Service Hour	5.78	5.71	5.71
Vehicle Service Hours per Employee	N/A	N/A	N/A
<u>Other Systemwide Indicators</u>			
Operating Cost per Vehicle Service Mile	\$ 1.70	\$ 1.88	\$ 1.76
Vehicle Service Miles per Vehicle Service Hour	11.51	11.49	11.95
Farebox Recovery Ratio	19.1%	15.9%	15.4%
Average Passenger Fare	\$.54	\$.51	\$.51
<u>Statistical Data</u>			
Operating Costs (Net of Depreciation)	\$ 247,134	\$ 293,952	\$ 313,853
Vehicle Service Hours	12,643	13,582	14,932
Vehicle Service Miles	145,504	156,104	178,488
Passengers	73,115	77,605	85,343
Full-Time Equivalent Employees	N/A	N/A	N/A
Operating Costs less Casualty and Liability Insurance and Depreciation (Fare Revenue Ratio Only)	\$ 206,232	\$ 247,087	\$ 283,439
Fares	\$ 39,450	\$ 39,313	\$ 43,576

Notes:

1. Operating costs and fares agree to fiscal and compliance audits.
2. Full-time Equivalent Employees could not be calculated due to the absence of reliable data.

DETAILED FUNCTIONAL REVIEW

A performance audit requires that a functional review of the entity's operations be performed to evaluate the system in terms of economy, efficiency and effectiveness. The areas reviewed and our findings are enumerated below.

General Management and Organization

The Lodi Dial-A-Ride System is operated under contract with the "City Cab Company," an independent transit operator located in Lodi. Annually, the City of Lodi and City Cab Company enter into an agreement wherein City Cab Company agrees to provide demand responsive service to residents within the City and to neighboring Woodbridge, the Arbor Mobile-Home Park in Acampo and the Freeway Mobile-Home Park within the unincorporated area of San Joaquin County. The services to Woodbridge and the mobile-home parks are provided pursuant to a service agreement between the City of Lodi and the County of San Joaquin. The Contractor provides dispatch, drivers, assignment of vehicles and routing. The City provides the administrative function. Monthly reports of operational data are received from City Cab, input, processed, summarized and analyzed by the transit coordinator, an administrative official of the City.

Service Planning

Annually, the City of Lodi holds unmet transit hearings to allow the public to voice their opinions on possible new extensions of service. A meeting is held at the Service Center in the afternoon and then in the evening before City Council. An ad hoc transportation committee has been formed to assist in the evaluation of this process. Aside from the annual unmet transit needs hearings, no other formal meetings are held with respect to strategic transportation planning.

The stated goal of Lodi D.A.R., as enumerated by the transit coordinator, is to pick up and deliver 90% of all passengers within forty-five minutes. Except for the 10:00 a.m. to 2:00 p.m. rush, the Lodi D.A.R. has been accomplishing that standard. Outside of this stated goal, no other goals, sub-goals or objectives have been formalized. It should be noted, however, that the transit coordinator with the assistance of the SJCCOG have sponsored a transit study wherein short range and long range goals will be developed, and the issue of fixed route versus demand response will be addressed. The results of the study will be available in July of 1992. The City does not survey riders and non-riders for frequency of usage, satisfaction levels with service or purpose of trip. However, the study alluded to above will involve some surveys which should be useful to the City.

Scheduling, Dispatch and Operations

Scheduling and dispatch are performed by the Contractor, City Cab Company. The Contractor provides for a two-way radio system for communications between its central dispatcher and vehicles between the hours of 7:00 a.m. to 7:00 p.m. on Monday through Friday and 9:00 a.m. to 5:00 p.m. on Saturday.

The City provides the vehicles to the Contractor along with radio installation. The Contractor owns and maintains the base station.

Drivers, at City Cab Company, are scheduled based upon shifts. The shifts are not interchangeable. However, should a vacancy occur on a particular shift, then seniority would take precedence in determining the choice to fill the vacancy.

Training and Personnel Management

All drivers are employees of the Contractor, City Cab Company. The Contractor is required to employ sufficient personnel to meet the needs of the Lodi D.A.R. operation and to maintain adequately trained drivers. Training is performed by the California Highway Patrol on the employees own time. Once the driver is satisfactorily trained and has obtained the appropriate drivers license, the driver can be assigned to the City's vehicles. Drivers and the owners meet once a month to share information regarding routes, complaints and intersections that are hazardous. This monthly meeting lasts approximately two hours. Every driver is C.P.R. certified.

Drivers at City Cab Company receive competitive benefits including medical, vacation and hospitalization.

Administration

The administrative function is handled by the City's transit coordinator in conjunction with City finance staff. The transit coordinator inputs, processes, summarizes and evaluates the performance data. In addition, the transit coordinator is responsible for the management of the contract between the City and the Contractor.

The evaluation of financial data and Performance data by the transit coordinator begins with the contractor. The drivers for the contractor log hours, miles, trips, destinations, etc. on daily log sheets which are summarized by the contractor and remitted, along with the bill, to the City. The finance department receives the bill and verifies the accuracy of the dollar total. The invoice along with the operational data is sent to the transit coordinator who approves the bill for payment and inputs the performance data into a computerized lotus spread sheet. The end product is a side by side monthly comparison of performance data that is used to evaluate the Lodi D.A.R. system. The financial budget versus actual information is completed by the City's finance department and sent to the transit coordinator who, again, evaluates the information. The administrative function is quite efficient and effective.

Risk management is handled by a combination of risk transfer **for** excess liability and risk retention. The City pools **its** risk by participating in a pooled risk management entity. This has proved to be cost effective for the **City** as **it** has been for most local governmental entities.

The cash fares generated by the Lodi D.A.R. are not received by the drivers. Rather, the Dial-A-Ride Service operates on a scrip basis. The City itself sells tickets to the ultimate users. The contractor submits the used tickets to the City, which pays the contractor, effective for the fiscal year beginning July 1, 1990 and ending June 30, 1991, **52.75** for each Dial-A-Ride ticket presented for service within the City of Lodi and **43.25** for each ticket presented **for** service to the Woodbridge and Acampo area (unincorporated areas within the County).

Marketing and Public Information

Outside of a news release addressing the availability of wheelchair lift equipped vans, the Lodi Dial-A-Ride is not actively marketed. The reason cited was that it might create excess demand for service over and beyond the capacity of the system.

Customer complaints are handled by the transit coordinator. Complaints received by City Cab Company are referred to the City's transit coordinator. However, no log is maintained of the complaints for purposes of analysis. Complaints that are repetitive or significant are responded to by the transit coordinator.

Maintenance

A preventative maintenance schedule is in place and is being adhered to. The vehicle fleet, which is maintained by the City's maintenance department, is subject to an "every 3000 mile" maintenance regimen which includes an oil change and lube. Each vehicle has a corresponding maintenance folder which documents all maintenance, routine and non-routine, and accident information.

The maintenance facility is capable of accommodating the transit vehicles and upon inspection appeared to be kept very clean and well equipped. The facility appears to be suited to all aspects of maintenance necessary to properly maintain the transit fleet.

Five of the ten vehicles utilized by Lodi D.A.R. are approximately two years old. The other five vehicles range from five years old to three. A replacement fund has been established by the City to eventually replace the transit vehicles.

CONCLUSIONS AND RECONNENDATION

Overall, the City of Lodi Dial-A-Ride System appears to be operating in an efficient, economical and effective manner. The recommendations that are outlined below are designed to enhance the operations of Lodi D.A.R. and will be the topic for follow-up in the next triennial performance audit.

Goals and Objectives - The goals and objectives with respect to short range and long range transit planning of Lodi D.A.R. need to be expanded upon. Additionally, the City should define sub-goals and sub objectives to provide a path of overall goal attainment. The transit study currently being drafted should provide the basis for the generation of these goals and sub-goals. Additionally, the City should develop a system of evaluating its progress toward goal achievement.

Marketina and Public Information - The City should embark upon a more aggressive marketing campaign to encourage ridership. This campaign should be predicated upon the results of surveys performed to determine service satisfaction and the possible need for more service or a service of different nature (e.g. fixed route).

Reoortina of Comolaints - The current system of handling complaints does not include compiling the complaints by type or source. The City should maintain a log of complaints so that, over time, trends can be discerned that will prompt management action. The City should require the contractor to transmit complaints along with the operational data. (This comment is a repeat of the prior triennial performance audit).

Employee Hour Equivalents - The City should maintain a record of hours spent on the transit system by City personnel and should require the contractor to report hours devoted to the City of Lodi D.A.R. contract. Employee hours are required to calculate Vehicle Service Hours per Employee under the T.D.A. The City personnel that are administrative overhead could conduct a time study of one period, say one month, and extend the results to the year in order to establish a reasonable amount. The amount of City personnel time will be minimal when compared to the contractor's time, so the time study would suffice.

U.M.T.A. Operating Assistance - The City should make full use of available U.M.T.A. operating and capital grants before claiming State Transit Assistance Funds. This is especially true now that the City is eligible for UMTA Section 9 Urban grant funds.